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28 August 1951

MEMORANDUM FOR: DIRECTOR OF TRAINING

SUBJECT: CIA Career Corps

REFERENCE: A Program for the Establishment of a Career Corps
in the Central Intelligence Agency dated 7 August 1951

In accordance with your memorandum of 7 August 1951, I have reviewed
the plan for the establishment of a career corps in CIA and submit the
following comments:

1c 1. Page vii makes reference to a National Intelligence Course.
This course is referred to throughout the document without definition
as to who gives the course or what it embraces.

1t 2. Section V, flow chart inserted in front of page x, starts
the generalist on duty with Army, Navy, Air and State. Inasmuch as
this is the first step in the career after two years on the job,
schooling is considered desirable prior to such duty. (Rotation in
CIA should include instructors' duties as being vital to career
management.) A flow chart in terms of percentages would be a
necessary consideration as to what the expectancy might be in numbers.

3. Page xii, Section III indicates all trainees will take a
twelve weeks' course. It is presumed that this is the overt indoctrina-
tion course to be followed by covert courses in the proper field.

4. Page 4 refers to contacts attending an orientation course.
Is this overt or covert?

5. Page 7, A2 refers to a basic course. Again, is this overt or
covert and in what year of training will the trainee take it?

6. Page 14, A refers to an advanced intelligence course. Further
definition is considered desirable.

7. Page 22, Section II refers to the Educational Testing Service.
Is that a service outside CIA?

8. Page 23, last sentence Section II refers to applicants. When
in this procedure is a security clearance obtained? All of this would
be negated if the applicant is found unsuitable from a security stand-
point.

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9. Page 47, paragraph 2 shows a rise from GS-5 to GS-9 in an assumed two years. This is considered rapid. For career purposes depending upon background the GS-5 rating may deny categories of personnel with high initial potential.

10. Page 57, Phase 1 refers to CIA Intelligence School. Amplification as to where and by whom conducted is considered desirable.

11. Page 62, Appendix N develops the career for a generalist in eleven years. In accordance with the overall concept of thirty years' service completing the program within eleven years is too short a time depending upon the age and background of the trainee when being processed in this program. It is considered that Phase 3 of rotation through the Office of National Estimates is too high level early in the career and that certainly Phase 5, attendance at the National War College, with six years would be too early, considering that the military services average service amounts to 20-25 years. This ties in directly with the percentage flow chart suggested above, paragraph 2.

12. Page 70, Comment a. Definitely, whether this career program is immediately developed or not provision should be made for increases of base salary on an interim basis for aviation, submarine, parachute jump, etc. (I am submitting a separate paper on this subject).

13. Pages following 72, various forms. Inasmuch as these forms have been recently overhauled by the military services a great deal of basic work on the subject of evaluation could be eliminated by accepting the experiences of the military services. Their forms should be analyzed and used.

14. General Comments. With the exception of the time factor for the trainee to reach the peak of his career, I consider the basic concepts sound in principle. An important immediate step to be considered would be an evaluation of the CIA employee who terminates his employment. Reasons so produced should be included in the future planning.

The efficiency report system is probably the most vital link in this chain. Assessment and evaluation will call for experienced individuals who are experts in the field to prevent a breakdown of this system in its inception. For that reason the analysis recommended of personnel terminating their services is a basic consideration.

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Assistant Director of Training (Covert)

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